* NR	O REVIEW COMPLETED	
25X1A	MEMORANDUM FOR: Associate Deputy to the DCI for Resource Management	
25X1A	FROM: Director, Program Assessment Office	
	SUBJECT: First Draft PAO Study Plan and Input to FY 1983-1987 Guidance	
	 The attached data presents, first, an itemization of work PAO is now committed to, by one or more of the following: 	
	decision letter,issue paper,study in progress.	
	Second, it presents an itemization of candidate studies for the period from now until the FY 1983 Program Review. The studies <u>all involve guidance</u> in some way or other, either because:	
	 someone else should do them but we want to develop terms of reference; 	
	 a joint team should do them; or 	
	 PAO/RMS wants to alert others that they will be doing them and need data or other support. 	
	2. This draft is intended to be thought-provoking and includes topics which go beyond PAO's normal interests. The first questions to be answered concern the value and doability of the studies. Value includes actionability or, as described by in the 6 August meeting, "a plausible scenario for use of the findings." How best to get it done can then be addressed. Resource limitations will come into play in the next iteration. We have indicated relevant characteristics by each study.	25X1A
	3. The readers should recognize that this is largely a "bottoms-up" plan and like most such plans has the strength that	

it is based on the perceptions of analysts engaged in specific areas. We have not taken a comprehensive "top down" look at study needs, as suggested by PGS, but in most areas, I expect convergence would result from the latter.

25X1A DERIVATIVE CL BY 1/2000 ☐ DECL ☑ REVW ON 25X1A 5388/78 DERIVED FROM_ **NRO** 25X1 Copy No. ____3106-80 25X1A WARNING NOTICE Approved For Release 2003/05/08 : CIA-RDP83M00171R002100090008-8 TALENT-KEYHOLE-COMINT

INTELLIGENCE SOURCES AND METHODS INVOLVED

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SUBJECT: First Draft PAO Study Plan and Input to FY 1983-1987 Guidance

- 4. It seems most productive to regard the attached as a "PAO kernel" list, solicit PBO and IRO's equivalent list (with votes on PAO's) and a PGS "top down" list. All could be reviewed and clustered/organized by a small team. Then the office directors (+1) could review what we have with management in late August. We would then do a preliminary ranking and partition among groups, and solicit CT's comments and study plans in early September. Discussions could also take place with NSC, OMB and Congressional staffs.
- 5. Final decisions would be made in late September and appropriate guidance words prepared where external research is involved. RFP's would follow.

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Attachments:

ANNEX A-PAO Current Commitments
ANNEX B-Candidate Studies for FY 1981
ANNEX C-Selected Rating Criteria

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SUBJECT: First Draft PAO Study Plan and Input to FY 1983-198/

Guidance

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Distribution: 3106-80 Copy #1-AD/DCI/RM #2-D/DCI/RM #3 & #4-D/PGS #5 & #6-D/IRO #7 & #8-D/CLLS #9 & #10-D/PB0 #11-D/PA0 #12-DD/PAO #13-C/AS #14-PAO Subject

> #15-PAO Chrono #16-RM Registry

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11 August 1980

Current PAO Commitments

Intelligence Collection and Processing

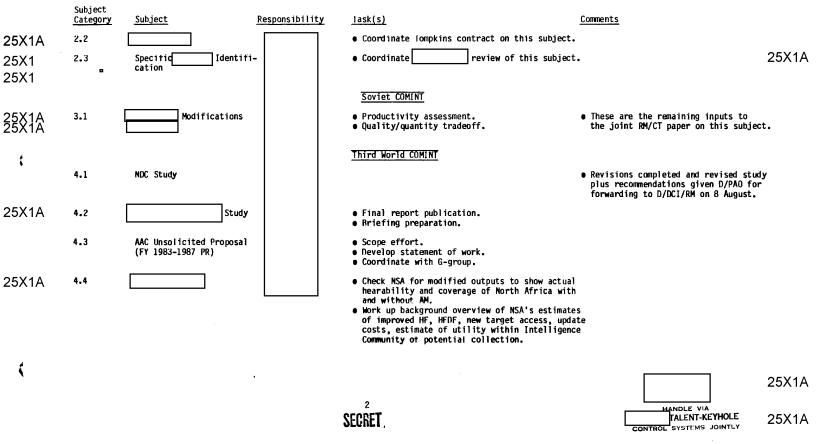
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	Subject Category	Subject	Responsibility	Tasks(s)	Comments
25X1A	1.1	CIAP/GDIP Exploitation Plans (BR FY83-8/ PR)		 Evaluate phased, prioritized plans for exploitation upgrades from CIAP and GDIP (BR item-decision letter). 	 Major cross-program issue. Some informal early data gathering, including possible travel.
	1.2	Collection/exploitation strategies (BR and FY 198 198/ PR)	3-	ullet Estimate the impact of alternate strategies.	 Cross-program issue. Community group (RM, CI, et al). 1 October and 15 May outputs.
,	1.3	ADP-T (BR and FY 1983-198 PR)	7	 Complete report comments due in August, much contention and conflict foreseen. Address Tasking Segment questions to CT. Determine CINC tasking access. Exploitation support to NPIC and other Washington areas, a major issue. CINC exploitation support (includes analysts data base) an issue. 	
NRO	1.4	JTO/Tasking Segment (BR)		• Monitor CT efforts & review at budget review.	• To be resolved during Budget review.
25X1	1.5			• Hopefully make some sense of utility question	n. ● To be resolved during Budget Review.
25X1	2.1		ELI	An examination of the intelligence problems which ELINT contributes in order to improve decisionmaking about ELINT collection and processing initiatives. Analog to the PAO efform imagery tasking and exploitation of ADP, do this jointly with IRO, build on IBM's ELII	RMS o- rts Should NT
4,			•	data flow study to include outputs of contra efforts as shown below.	
l				SECRET	HANDLE VIA ALENT-KEYHOLE CONTROL SYSTEMS JOINTLY

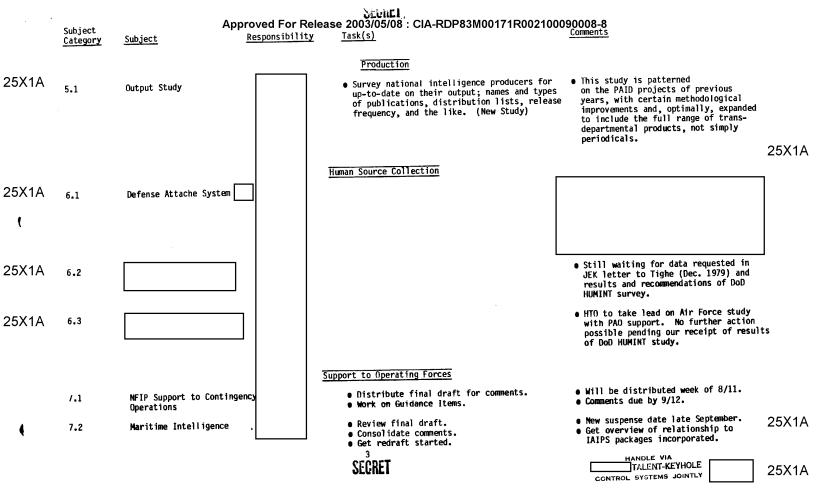
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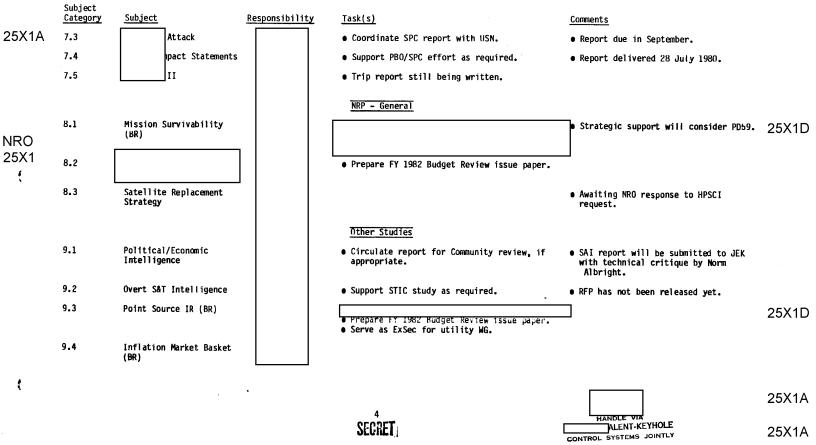
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Approved For Release 2003/05/08 : CIA-RDP83M00171R002100090008-8 ANNEX B

PAO FY 1981 Study Program Candidate Studies

8 AUG 1980

Imagery Collection and Processing

Imagery Exploitation-Collection Flexibility Softcopy Utility Study Mat is the incremental value of softcopy versus hardcopy? When, where, how often is it more effective, and how much more effective? Provide tests of significance that include relative frequency of exploitation in the Intelligence Community How do the various organizations involved in photo-interpreters Requirements through 198/ Is there unwarranted duplication of imagery exploitation in the Intelligence Community How do the various organizations involved in photo-interpreters? If exploitation were distributed differently or if photointerpreters between national and departmental organizations were consolidated, would the needs for additional photointerpreters between national and departmental organizations adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the finagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in corder to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U) **WORKING PAPER**	Subject Category	Subject	Purpose/Scope/Objective	Comments
in this direction? Shouldn't exploitation requirements / strategies? (U) 1.2 Softcopy Utility Study What is the incremental value of softcopy versus hardcopy? When, where, how often is it more effective, and how much more effective? Provide tests of significance that include relative frequency of exploitation functions. (U) 1.3 Duplication of Exploitation and Photointerpreters Requirements through 198/ Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpretation organizations were consolidated, would the needs for additional photointerpreters between national and departmental organizations were consolidated, would the needs for additional photointerpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)	1.1	+lexibility	How can exploitation take advantage of collection	• FY 1983 cross-program review issue.
hardcopy? When, where, how often is it more effective? Provide tests of significance that include relative frequency of exploitation functions. (U) 1.3 Duplication of Exploitation and Photointerpreters Requirements through 198/ Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpretation estimate their future needs for additional photointerpreters? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Is amine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)			in this direction? Shouldn't exploitation require-	
Duplication of Exploitation and Photointerpreters Requirements through 198/ Is there unwarranted duplication of imagery exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpreters? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)	1.2		hardcopy? When, where, how often is it more effective, and how much more effective? Provide tests of significance that include relative frequency of	
Photointerpreters Requirements through 198/ exploitation in the Intelligence Community? How do the various organizations involved in photo- interpretation estimate their future needs for photo- interpreters? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental organizations adequate? Examine one week's National Imagery (including search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result from the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding various exploitation functions. (U)				1 11 .1. to influence design
	1.3	Photointerpreters Requirements through 198/	exploitation in the Intelligence Community? How do the various organizations involved in photo-interpretation estimate their future needs for photo-interpreters? If exploitation were distributed differently or if photointerpretation organizations were consolidated, would the needs for additional photointerpreters be reduced? Is the distribution of interpreters between national and departmental organizations adequate? Is the distribution of their work between national and departmental requirements adequate? Examine one week's National Imagery (includ search) and compare it for PI resources, exploitation, reports, data base entries and briefings that result the imagery. From this data base, develop measures of timeliness, redundancy, and unique exploitation in order to estimate the resource implications and intelligence impact of combining/deleting/expanding	 Community Working Group type study. ing
		•	THE TOUS EXPLOTIONATION THEORY (0)	WORKING PAPER

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	Subject Category	Subject	Purpose/Scope/Objective	Comments	-
	1.4	Broad-Area Search Exploitation/ Collection Methodologies	What are the resource/timeliness/intelligence impacts of various broad-area search methods and accounting procedures? We still do not fully understand the implications of small pieces of imagery versus large contiguous areas. How sensitive are these methods to collection frequency requirements, i.e., what happens if two-month, four-month and sixmonth search requirements are slipped to three-month, five-month and eight-month requirements? The quantity of imagery decreases but what is the effect on intelligence? (U)	Likely to influence decisions. High payoff in dollars. Potential program review issue in FY 1983. CT/RM type study. Possible DCI interest. y	
; 25X1A	1.5	Imagery in Agricultural Fore- casting	A study to quantify the contribution of the various imaging systems in their support to UPSTREET. Would like to see an estimate of the uncertainty as a function of the quantity and availability of (Follow-up to recent NFAC qualitative report. Might be able to task this out).		25X1A
	1.6	Imagery in Support of SALI ABM Ireaty Monitoring	A study that will quantify the contribution of the various imagery systems in terms of changes in monitoring confidence for variations in the imagery mix and tasking/exploitation. Special emphasis here should be on the role of search imagery. (U) ELINT Collection and Processing	Guidance type study. Possible DCI interest.	
25X1A	3.1	Soviet/East European Targets	A study of the productivity of against A-group targets and of alternatives for enhancing the productivity of these sites. (S/CCO)	• Exploits previous PAO effort. 25	25X1A
C.				WORKING PAPER	
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Approved For Release 3603.05/08: CIA-RDP83M00171R002100090008:8 Subject Subject Category 25X1 ullet FY 1983 cross-program review issue. 25X1A 25X1 RM type study.Possible OMB/NSC interest. 10. 25X1 25X1A Production 5.1 Analysis Centers Where are the analysis centers within the Intelli-RM type study.Basis for further study. where are the analysis centers within the intelligence Community? RMS must be aware of studies and evaluations within the Community, who is performing them, how well are they done, and how they may be applicable to RMS issues. (U) 5.2 Science & lechnology Centers Concern has recently been expressed about a decline • Past Congressional interest. in the production of long-term S&T research products. What role does S&T intelligence play in the Community? How are resources distributed through the Community • RM type study. for support of S&T intelligence collection, process-ing, analysis and production? Could specific aspects of this support be consolidated to free additional resources to increase analysis and production? (C) An examination of the intelligence problems to which ELINT contributes in order to improve RMS decision—making about ELINT collection and processing initiatives. Analog to the PAO efforts on imagery tasking, exploitation of ADP. Should do this jointly with IRO and build on IBM's ELINT data flow study. 5.3 **ELINI Applications** • Exploits previous PAO effort. • RM type study. 1:3 **WORKING PAPER** HANDLE VIA 25X1A -TALENT-KEYHOLE-COMINT CONTROL SYSTEMS JOINTLY

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Subject <u>Category</u>	Subject	Purpose/Scope/Objective	Comments	
5.4	Minimum Essential Data Base	Identify the minimum elements of information needed to support different types of contingency planning/ operations (e.g., hostage rescue, show of force, etc.). Compare these needs with current basic intelligence holdings. Estimate the costs of maintaining this minimum data on "X" countries with updates every "Y" months. (DIA is working on something like this now; maybe we can participate or, at least, reinforce via guidance). Study could determine: what is Community doing at present? How valuable is present effort? What are shortfalls? Does shortfall correction require more resources or redirection? Which programs should do what? (U)	 High intelligence payoff in terms of political sensitivity. FY 1983 cross-program review issue. Exploits previous PAO effort. CT/RM type study. Possible DCI interest. 	
5.5	Political and Economic Intelligence	A follow-on to the SAI study that will focus on the on the quality and quantity of product, deficiencies in product, prospects based on environment changes and new collection systems, and conclude with resource implications.	 Likely to influence decisions. Exploits previous PAO effort. RM type study. Possible DCI interest. 	
		Human Source Collection		
		Support to Operating Forces		
7.1	Crisis Anticipation	A recommendation of the Contingency Study is to assign responsibility within the Community for maintaining	 Likely to influence decisions. High intelligence payoff in dollars. 	
	yt a	a which would contain, on a continually updated basis, 10-20 countries where the possibility of using military contingency forces is considered most likely. Thewould be used to focus basic intelligence production necessary for planning and executing contingency operations. As a	• Exploits previous PAO effort. • Community Working Group type study.	25X1D
	•	result, lead times would have to be longer than for traditional I&W (about six months) and consequently,	WORKING PAPER	

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less accurate predictions would be expected. A review is required to assess whether current daw organizations is required to assess whether current the organizations could assume this responsibility (e.g., the NIO/Warning or DIA, as manager of the DoD I&W System), or whether a separate group should be established. In addition, the review should recommend how the predictions of such a group could best be reflected in Intelligence Community priority documents. A proposed forum for this review would be an Ad Hoc Working Group, chaired by an ICS representative with members from DIA, NSA, CIA and the State Department. (TS) Third World data bases to support military forces is well documented in both the Contingency and DASITT studies. DIA is currently trying to define, with inputs from the RDJTF, those minimum essential elements of information required to support planning FY 1983 cross-program review issue.
Exploits previous PAO effort.
Guidance type study. 1.2 Third World Data Bases and execution for various types of contingency situations. RMS should track this effort and, once the minimum needs are established, play an active role in leading a Community review of data base holdings to identify shortfalls in satisfying these needs for priority areas on the initial Crisis Area Watch List. Based on this review, options (and associated cost estimates) should be developed for producing, at various levels of satisfaction, the geotopical data needed to satisfy the shortfalls identified. (S) Exploits previous PAO effort. 25X1 CT/RM type study. External research may be required. 25X1D 25X1A 25X1A **WORKING PAPER** 25X1A TALENT-KEYHOLE-COMINT SECRET CONTROL SYSTEMS JOINTLY

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Comments

Purpose/Scope/Objective

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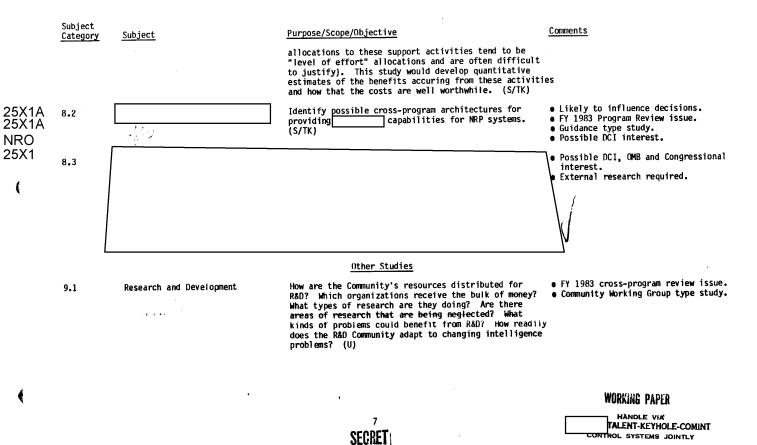
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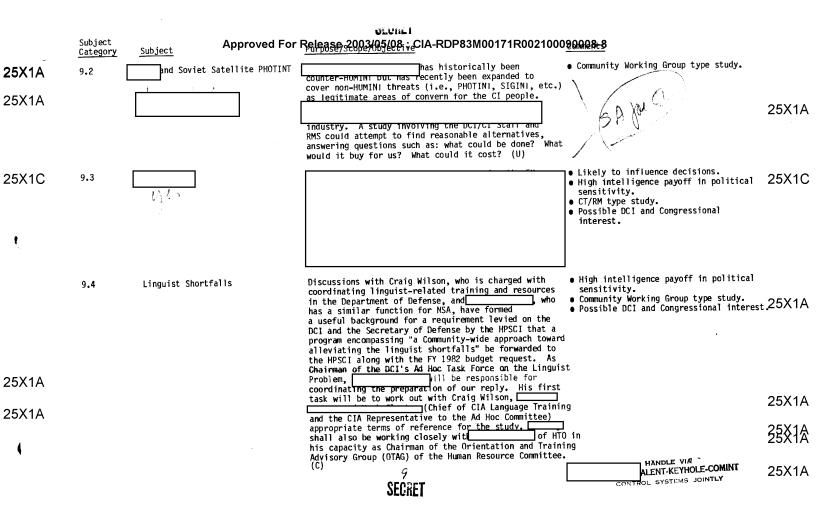
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Subject	Purpose/Scope/Objective	Comments
	given to identifying any interface problems which are potentially correctable by NFIP organizations. In addition, the study could identify potential R&D or operating concepts that might better tailor the existing vans to support contingency operations (e.g., by making them smaller and lighter). (S)	
Intelligence Support for the RDJIF	As a follow-on to our study on NFIP Support to Contingency Forces, it might be useful to have an IC Staff assessment of what type of intelligence support is being provided the RDJTF. Study should not be undertaken until later in the year after the RDJTF has had an opportunity to organize its resources. (U)	 High intelligence payoff in political sensitivty. Exploits previous PAO effort. CT/RM type study. Guidance type study. Possible DCI interest.
Post Mortems	Rased on recommendations in both the Contingency Study and the Senior Review Board's review of the Community's performance in estimating North Korean troop strengths, there appears to be a need for initiating post-mortems on significant events in which elements of the Community are involved. The proposal is that RMS take the lead in this area by convening an interagency group and conducting a prototype post mortem on a recent event (e.g., the Soviet invasion of Afgharistan, the Colombian hostage situation, etc.). Emphasis would be on analyzing the performance and contribution of collection systems and production organizations to identify potential resource implications. For the effort to be most successful, the DCI should explicitly endorse it. (TS	sensitivity. Exploits previous PAO effort. Community Working Group type study. Possible DCI and Congressional interest.
	NRP - General	
Support Operations, Contractor Technical Support and Sustaining Engineering Activities	With the growth in cost of MRP hardware and manpower, it is important that cost reductions that cut into Contractor Technical Support and sustaining engineering be vigorously opposed because the value of these activities far outweigh their costs. (The funding	• Guidance type study. WORKING PAPER
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	Intelligence Support for the RDJIF Post Mortems Benefit/Cost Study of NRO Ground Support Operations, Contractor Technical Support and Sustaining	given to identifying any interface problems which are potentially correctable by NFIP organizations. In addition, the study could identify potential R&D or operating concepts that might better tailor the existing vans to support contingency operations (e.g., by making them smaller and lighter). (S) Intelligence Support for the RDJIF As a follow-on to our study on NFIP Support to Contingency Forces, it might be useful to have an IC Staff assessment of what type of intelligence support is being provided the RDJIF. Study should not be undertaken until later in the year after the RDJIF has had an opportunity to organize its resources. (U) Post Mortems Based on recommendations in both the Contingency Study and the Senior Review Roard's review of the Community's performance in estimating North Korean troop strengths, there appears to be a need for initiating post-mortems on significant events in which elements of the Community are involved. The proposal is that RMS take the lead in this area by convening an interagency group and conducting a protocynening and interagency group and conducting a protocynening and production organizations to identify potential resource implications. For the effort to be most successful, the DCI should explicitly endorse it. (IS NRP - General With the growth in cost o

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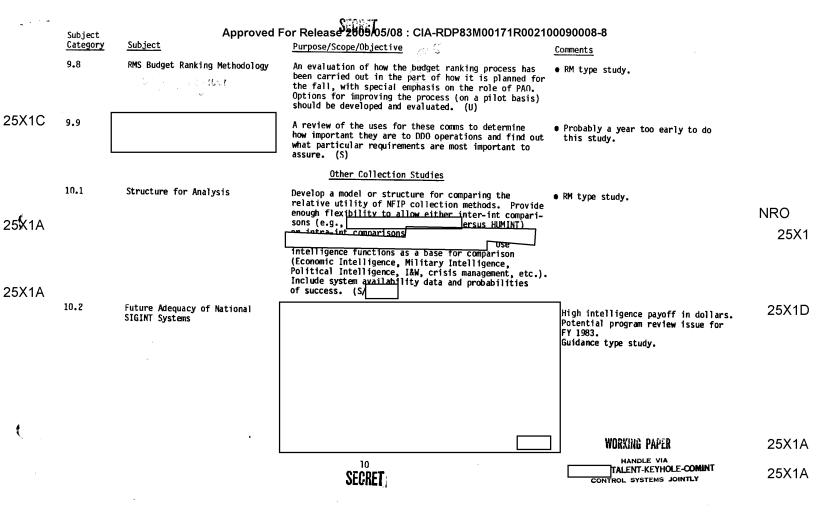
<u>Purpose/Scope/Objective</u> Subject Subject Category In its markup of the FY 1981 NFIP Budget (pp. 42-43), the HPSCI noted "with alarm the increasing trend toward relaying on DoD NFIP augmentation funding to provide needed tactical capabilities." Funding for needed tactical capabilities may soon be provided by any one of five different sources: NFIP, joint funding arrangements outside of the NFIP, IRA, TCP or DRSP. Someone needs to stand back from the actual Funding of Intelligence Systems 9.5 Someone needs to stand back from the actual budget drill and look at the funding problem in an objective way (if it is possible). A comparative assessment of what is funded where and why; what might be funded where and why; and how this all relates to possible Congressional concern about the proliferation of funding mechanisms might provide some very interesting insights into where we might be headed in the late 1980s. The Center for the Study of Intelligence recently (May 1980) recommended that someone should undertake a study designed to explore at a minimum the following questions: Is the Intelligence Community best able to provide intelligence support to the Congress, or should the legislative branch have its own intelligence analysis system? What is the impact of disseminating unclassified analysis to the public? Is this the best way to provide intelligence or should there be less emphasis on public disclosure of analysis? How does the dissemination of information to the media affect the presently contentious relationship that seems to • High intelligence payoff in political Intelligence Community Support 9.6 sensitivity. of the Congress, the Public and • PGS type study. the Media ŢÛ the presently contentious relationship that seems to exist between CIA and the press? Since the impact of intelligence on each of these groups is recognized, the role of intelligence should be studied in a systematic manner. (U) PAO Management Information System (MIS)

An internal study to define the kinds of Community and management information that PAO needs to routinely obtain to carry out its missions. This study could support a more broadly based RMS/CTS effort and should also help define how we should manage our internal files in light of the automated registry system. (U) • RM type study. 9./ WORKING PAPER

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	Subject Category	Subject	Purpose/Scope/Objective	*	Comments
25X1	10.3				Likely to influence decisions. Potential program review issue for
25X1					FY 1983. • Guidance type study.

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